

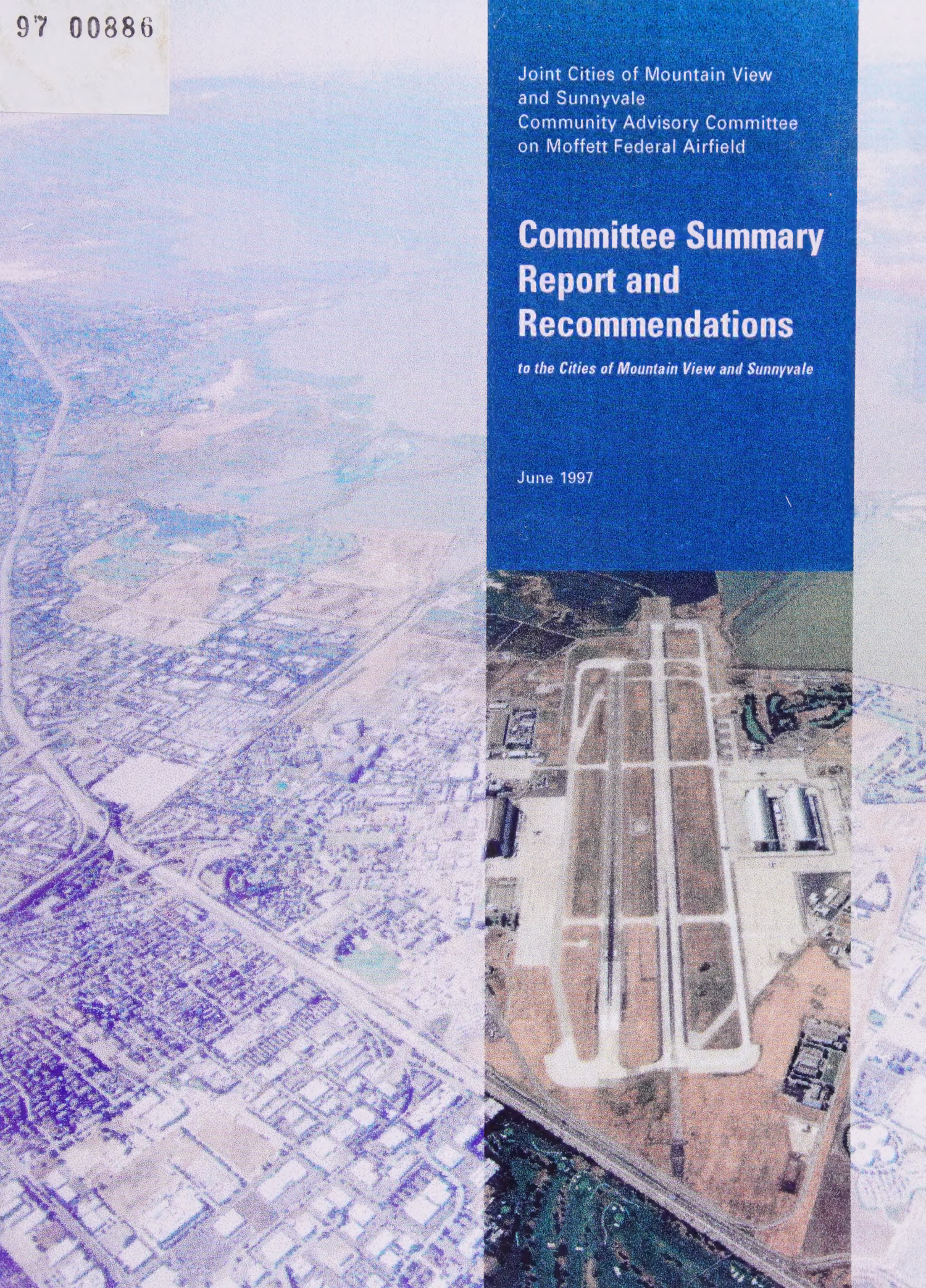
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Joint Cities of Mountain View  
and Sunnyvale  
Community Advisory Committee  
on Moffett Federal Airfield

# Committee Summary Report and Recommendations

*to the Cities of Mountain View and Sunnyvale*

June 1997





## Errata

Acknowledgments Page, line 7; "Fredrick Fowler" should read "Frederik Fowler"

Acknowledgments Page, line 18; "Cynthia Severs" should read "Cynthia Sievers"

"NASA Ames Research Center Uses" divider (between Pgs. 24 & 25), line 25;  
"... (Page 20)..." should read "... (Page 21)..."

"NASA Ames Research Center Uses" divider (between Pgs. 24 & 25), line 26  
"... (Pages 33 and 35)." should read "... (Pages 37 and 41)."

P. 8, line 21: strike "8. No night time engine testing"

P. 13, line 25: strike "8. No night time engine testing"

P. 15, line 33: strike "8. No night time engine testing"

P. 17, line 30: strike "8. No night time engine testing"

P. 19, line 31: strike "8. No night time engine testing"

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and Sunnyvale  
Community Advisory Committee  
on Moffett Federal Airfield

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*to the Cities of Mountain View and Sunnyvale*

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## DETAILED APPENDIX (CAC Binders -Archived Copies at City Hall)

- A. Meeting Agendas
- B. Meeting Minutes and Summary Reports
- C. Committee and Staff Background Reports and Presentations Materials\*
  - 1. Committee Meeting Package
  - 2. Community Group Presentation Summaries
- D. Other Written Communications

\* Chronological by meeting



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# Preface

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The Cities of Mountain View and Sunnyvale have an expressed interest in maintaining federal stewardship of Moffett Federal Airfield and retaining NASA Ames Research Center. As a result, the Community Advisory Committee focused on ways of keeping NASA as the federal steward of Moffett Federal Airfield by looking at potential short-term facility uses that would produce revenue and address NASA's budgetary shortfall for operating the airfield.





## I. Introduction







# I. INTRODUCTION

## BACKGROUND

Moffett Federal Airfield was transferred to the National Aeronautics and Space Administration (NASA Ames Research Center) from the Navy as a result of the Base Realignment and Closure Act (BRAC II 1991) process. In assuming control, NASA Ames made it known to the local communities that it intended to operate Moffett Federal Airfield primarily as an airfield. The Moffett Federal Airfield Comprehensive Use Plan (CUP) allows up to 80,000 flight operations per year including up to 20,000 over flights through Moffett Federal Airfield airspace. The Comprehensive Use Plan was reviewed and commented on by both the Cities of Mountain View and Sunnyvale.

Ultimately, to make Moffett Federal Airfield financially viable, NASA Ames indicated it would need to acquire new airfield tenants. Recently, NASA Ames began seeking new partnerships with the local community and private enterprise to create potential new users to help offset the costs of operating Moffett Federal Airfield (MFA). NASA Ames came to the Cities in late 1996 and indicated they were operating the airfield within an approximate shortfall of \$3.5 million. In response to this financial challenge, the Cities of Mountain View and Sunnyvale established the Joint Cities Community Advisory Committee (CAC) on Moffett Federal Airfield. The purpose of the CAC was to review the revenue shortfall conditions at MFA and recommend ways NASA Ames Research Center may close the revenue gap.

Formed in November 1996 by the City Councils of Mountain View and Sunnyvale, the CAC consists of nineteen members. Each City had nine appointees with a nineteenth member representing the Santa Clara County Cities Association.

## COMMITTEE CHARGE AND PURPOSE

The charge and purpose of the Community Advisory Committee on Moffett Federal Airfield, as outlined in its scope of work by the City Councils of Mountain View and Sunnyvale was as follows:

The Moffett Federal Airfield Community Advisory Committee is limited in its focus to Federal uses, but the Committee is not limited to uses contained within the Moffett Federal Airfield's Comprehensive Use Plan (CUP). The Committee's scope is to:

- Address the revenue shortfall at Moffett Federal Airfield (MFA) by identifying potential revenue sources (range and clients and tenants).

- ♦ Identify what can be done to assist NASA Ames Research Center/MFA to accomplish their mission. What things can the community can do?
- ♦ Review primary uses as a Federal facility.
  - Review current users
  - Identify range of clients (Federal users).
  - Identify potential future stewards (other Federal agencies)

The Moffett Federal Airfield Community Advisory Committee will also review, develop and discuss background information on the following issues:

- ♦ Under Federal law, what can NASA Ames and MFA do?
- ♦ Examine the base closure documents and process that transferred Naval Air Station Moffett Field to NASA Ames Research Center.
- ♦ Identify the military bases in California that have been closed and realigned (since 1988) and the current status of these bases.
- ♦ Describe the purpose and role of a local Redevelopment Authority for community reuse planning.
- ♦ Review the General Services Administration (GSA) property disposal process.

Through discussion, public input, review and analysis of NASA Ames' financial condition, the CAC developed its recommendations to the two City Councils. These recommendations also include other non-federal use alternatives, for consideration in the near term and long term, that were deemed by the CAC as consistent with continued NASA Ames stewardship of Moffett Airfield. The original timeline established by the City Council's was six months for the committee to complete its work.



## COMMITTEE PROCESS

The Cities retained the services of Moore Iacofano Goltsman, (MIG) Inc. to assist the Community Advisory Committee in organizing their work tasks and to facilitate all CAC meetings.

The CAC's review and discussion of existing conditions and development of recommendations on potential uses of Moffett Federal Airfield was organized into a five-phase process:

- ♦ **Phase One, Orientation:** discussion of overall CAC organization and structure of the work process.
- ♦ **Phase Two, Information Gathering:** fact finding on issues identified by the CAC related to potential uses of Moffett Federal Airfield.
- ♦ **Phase Three, Alternatives Analysis:** development of alternative land uses and evaluation criteria for reviewing alternative land uses that support NASA Ames' mission and assist NASA Ames in offsetting the cost of operating Moffett Federal Airfield.
- ♦ **Phase Four, Findings:** review of fact finding information and alternatives analysis and summary of these findings in a final report to the Cities of Mountain View and Sunnyvale.
- ♦ **Phase Five, Final Presentations:** final presentations of findings and recommendations to the two City Councils for their review and deliberation.

Through open public meetings conducted in accordance with California's "Brown Act," the public was allowed to provide input at every phase of the process. The CAC held two meetings to give members of the public an opportunity to comment and make presentations on suggested land use alternatives for MFA. Through outreach efforts, telephone contacts, letters of invitation, and newspaper announcements, the CAC invited interested organizations to give presentations on land use proposals or other concerns related to potential uses at MFA. Presenters were asked for input on potential uses that would be consistent with NASA Ames' mission and would assist NASA Ames with its fiscal shortfall for operation of Moffett Federal Airfield.

The overall process involved discussing issues and summarizing the general directions or consensus of the CAC on findings and recommendations. Where a consensus was not reached, this report provides a discussion of the major issues (pros and cons) related to the potential uses and findings.

## REPORT ORGANIZATION

This report contains four major sections. Following this introduction, *Section Two* presents a summary of the CAC's major conclusions and recommendations to the two City Councils. *Section Three* is a summary of the CAC's land use compatibility of "fatal flaw" analysis. This analysis consisted of identifying major criteria for reviewing land use options and a summary of findings regarding land use proposals. Due to the limitations of time, resources and information for corroborating this analysis, the Committee focused on major issues, constraints and opportunities related to each particular use. *Section Four* summarizes the major issues identified by the CAC and the results of fact finding on those issues. The *Appendices* of this report provide a detailed summary of the Committee's charge, the detailed evaluation criteria, the land use proposals considered for use at MFA, and the CAC work program.

A more detailed appendix (CAC Binders) are provided in each City's Library for public review. The detailed appendix provides all the material presented to and reviewed by the CAC at its meetings, including agendas, minutes and summary reports, presentation materials, and written communications.



## II. Conclusions and Recommendations







## II. CONCLUSIONS AND RECOMMENDATIONS

After reviewing current conditions at Moffett Federal Airfield (MFA), the CAC reached the following conclusions:

- ♦ The Cities of Mountain View and Sunnyvale have an expressed interest in maintaining federal stewardship of MFA and retaining NASA Ames Research Center. As a result, the CAC focused on ways of keeping NASA as the federal steward of MFA by looking at potential short-term uses of the facility that address NASA's budgetary shortfall.
- ♦ NASA Ames uses includes the six (6) major initiatives as proposed by NASA Ames as well as the continued use of Moffett Federal Airfield by NASA Ames in all of its existing forms including: NASA Ames R&D, Testing, and Airfield uses and operations, research aircraft uses, High technology institutions, and other research institutions. The Community Advisory Committee endorses NASA's six point initiatives for Moffett Federal Airfield.

NASA Ames' proposed six (6) point initiatives include:

1. Expansion of commercial space product development (Flying out Lockheed /Loral satellites)
  2. Expand Ames Technology Commercialization Center
  3. Development of Information Technology Institute(s)
  4. Development of an Astro-Biology Institute
  5. Development of the California Air and Space Center (reuse of Hanger 1)
  6. Provisions of a Bay Trail on the northern border
- ♦ MFA is important to the local economy of the region and the Cities of Mountain View and Sunnyvale. In addition, NASA Ames Research Center makes positive contributions in the areas of educational, cultural, and technological development.
  - ♦ Continued community acceptance and support of NASA Ames Research Center are important to its ongoing success. Community acceptance and support of future development and uses at MFA are also important and necessary for NASA's success.

With these conclusions in mind, the CAC developed the following recommendations:

- ♦ The Cities of Mountain View and Sunnyvale should continue to work in concert with NASA Ames Research Center to achieve the communities' desires.

**TABLE II-2. LAND USE COMPATIBILITY SUMMARY**  
**As Determined by CAC Vote**

**GENERALLY ACCEPTABLE LAND USES**

NASA Commercial Space Products Transportation

(Generally Acceptable - 13 votes, Conditionally Acceptable - 6 votes, Not Acceptable - 0 votes)

**CONDITIONALLY ACCEPTABLE LAND USES**

CRAF / Air Cargo Proposal

(General Aviation - 0 votes, Conditionally Acceptable - 11 votes, Not Acceptable - 8 votes)

**NOT ACCEPTABLE LAND USES**

General Aviation Airfield

(Generally Acceptable - 0 votes, Conditionally Acceptable - 5 votes, Not Acceptable - 14 votes)

**Generally Acceptable Uses** are allowable with some minor limitations, conditions, or mitigating factors.  
**Conditionally Acceptable Uses** are allowable with major qualifications, limitations, conditions, or mitigating factors.

**Not Acceptable Uses** are not acceptable under any conditions.

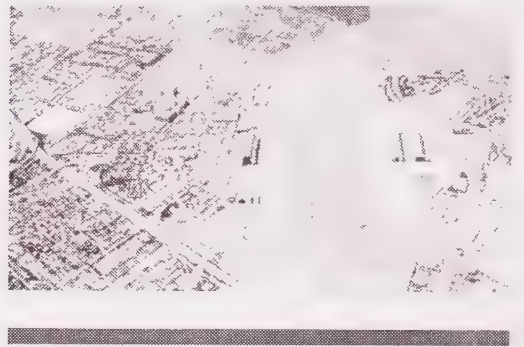
**Airfield Operating Parameters**

Airfield operating parameters are the conditions or restrictions under which an airfield use could be considered at Moffett Federal Airfield.

1. Controlled noise levels (especially at night)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns (approaches and take-offs from over the bay)
4. Controlled bad weather flight operation procedures (no landings during inclement weather conditions)
5. Defined level of community control (FAA funding requires FAA regulations)
6. Controlled frequency and number of flights
7. Continued community input on operation procedures
8. No night time engine testing



### III. Land Use Compatibility Analysis







### III. LAND USE COMPATIBILITY ANALYSIS

#### "FATAL FLAW" ANALYSIS

The land use compatibility analysis consisted of a "Fatal Flaw Analysis" - a qualitative assessment of each land use option using evaluation criteria developed by the Citizens Advisory Committee. Due to limitations of time, resources and information, the Committee focused on major issues, constraints, and opportunities related to each particular use. Each land use proposal provided only a general description of uses, size, and general character without specifying exact locations, business plan, or impacts. The CAC felt that this process was only the first step in developing and identifying a common vision of what could be developed at MFA.

The CAC's discussion of each land use option involved identifying pros and cons of each land use proposal and categorizing each land use proposal into one of three major groups:

- ♦ **Generally Acceptable:** Acceptable uses with some minor limitations, conditions, or mitigating factors.
- ♦ **Conditionally Acceptable Use:** Acceptable uses with major qualifications, limitations, conditions or mitigating factors.
- ♦ **Unacceptable Use:** Uses not acceptable or recommended under any conditions.

In those cases where the CAC was not able to reach a decision, conclusion, or recommendation, the report summarizes the committee's discussion and identifies the major points both for and against the proposed use. The Citizens Advisory Committee analysis included the following steps:

**1. Review and finalize criteria for evaluation**

Review accuracy of criteria descriptions  
Complete list of criteria  
Finalize criteria

**2. Review and finalize list of uses or proposals**

Complete list of potential uses  
Review accuracy of list  
Finalize list

**3. Land Use Evaluation Process - "Fatal Flaw Analysis"**

The fatal flaw analysis answers the following basic questions:

Does the proposal meet the criteria?

Does the proposal meet the criteria with conditions, mitigations, or qualifications?

How well does the proposal meet "near term" goals/objectives (0-10 years)?

How well does the proposal meet long term goals/objectives?

Categorization of land use proposals:

- Generally Acceptable Use - GA
- Conditionally Acceptable Use - CA
- Not Acceptable Use - NA

## EVALUATION CRITERIA

The CAC evaluated the land use proposals for general acceptability (fatal flaw analysis) using ten (10) major criteria. Sub-categories within each criteria heading were used as detailed examples, explanations, and interpretations of the criteria.

The relative importance of each criteria was judged by each committee member individually through discussion of the pros and cons of each land use proposal. The classification of land use acceptability is based upon a qualitative judgment of the CAC as a whole. The land use evaluation describes in written text the pros and cons of each land use proposal, along with findings of acceptability, qualifications, and limitations of each proposal. In cases where consensus was not reached, the analysis describes the major issues and pros and cons of opposing points of view.

The varying comments on the final evaluation of land use alternatives reflect varying opinions on the evaluations of individual criteria. Criteria statements should not be taken as consensus statements of the CAC. The Committee felt it was important to include major points of view, even where they may contradict one another, in order to communicate the diversity of opinion.

### Categories of Land Use Evaluation Criteria

- ♦ Political Feasibility/Acceptability
- ♦ Ease of Implementation
- ♦ Risk Factors (Unintended Consequences and Public Safety)
- ♦ Potential Environmental Impacts
- ♦ Economic Benefits
- ♦ Operational Feasibility
- ♦ Infrastructure Capacity
- ♦ Educational Benefits
- ♦ NASA Ames Acceptability
- ♦ Community Acceptability

## SUMMARY OF LAND USE COMPATIBILITY ANALYSIS

The summary of the CAC's analysis of land use alternatives for Moffett Federal Airfield follows in Table III-1 and Table III-2.. Each land use category is summarized using the following format:

### **Land Use Type - Title**

1. Description of land use proposal
2. Conclusions and recommendations - Categorization of land use proposal into one of three categories with qualifications and conditions of land use acceptability
3. Land Use Evaluation - Discussion of pros and cons of land use proposal by evaluation criteria
4. Further Questions and Considerations

The Committee also identified additional key questions and information needs that should be addressed if the NASA Ames Research and the City Councils were to pursue any proposed uses. The additional questions and information needs will guide the Cities and NASA Ames in future decision making.

The uses are presented in the following overall categories:

- ♦ Airfield Uses
- ♦ Federal Users
- ♦ NASA Ames Research Center Uses
- ♦ Trade Show Facilities
- ♦ Research and Development Uses
- ♦ Warehouse Distribution
- ♦ Television and Film Industry
- ♦ Cultural and Educational Uses
- ♦ Recreation and Open Space Uses
- ♦ Housing
- ♦ Correctional Institutions



Table III-1: Summary Evaluation of Potential Uses for Moffett Federal Airfield

PROPOSED USE	Generally Acceptable	Conditionally Acceptable	Not Acceptable
<b>Airfield Uses</b>			
A. Airshows	●		
B. General Aviation Airfield	0 members	5 members	14 members
C. CRAF/Air Cargo Proposal	0 members	11 members	8 members
D. Aircraft Maintenance Facility		●	
E. Commercial Space Products Transportation	13 members	6 members	0 members
<b>Federal Users</b>			
F. Coast Guard		●	
<b>NASA Ames Research Center Uses</b>			
G. Ames Tech. Commercialization Center Expansion	●		
H. Information Tecnology Research Institute (s)	●		
I. Astro-Biology Institute	●		
<b>Trade Show Facilities</b>			
J. Convention Center / Display Halls		●	
<b>Research and Development Uses</b>			
K. Corp. Research/Campus Office Park & Light Industry	●		
<b>Warehouse Distribution</b>			
L. Warehouse Distributon Center			●
<b>Television and Film Industry</b>			
M. Television and Film Studios	●		
<b>Cultural and Educational Uses</b>			
N. Air and Space Center	●		
O. Space Camp Expansion	●		
<b>Recreation and Open Space Uses</b>			
P. Bay Trail Extension	●		
Q. Wildlife Areas and Wetlands Expansion		●	
R. Golf Course		●	
S. New 49ers Stadium			●
<b>Housing</b>			
T. Additional Housing Uses		●	
<b>Correctional Institutions</b>			
U. Prison and Youth Correctional Center			●

**Generally Acceptable Uses** are allowable with some minor limitations, conditions, or mitigating factors.

**Conditionally Acceptable Uses** are allowable with major with major qualifications, limitations, conditions or mitigating factors.

**Not Acceptable Uses** are not acceptable under any conditions.

# Airfield Uses

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*Airfield uses include a number of kinds of uses under different conditions. Airfield uses include airshows; general aviation (including a blimp landing port); and CRAF/air cargo shipping, in a controlled, limited use airfield. The Community Advisory Committee identified general airfield operational parameters to help guide potential uses. The initial list of parameters may be modified after specific uses have been approved.*

## **Airfield Operational Parameters**

Airfield operations of any kind present a number of problems and impacts to the community. In considering the potential for airfield uses at Moffett Federal Airfield the committee identified the following major airfield operating parameters in order to reduce those impacts to the community. The following airfield operating parameters are the kind of conditions or restrictions under which an airfield use could be considered at Moffett Federal Airfield:

1. Controlled noise levels (especially at night)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns  
(approaches and take-offs from over the bay)
4. Controlled bad weather flight operation procedures  
(no landings during inclement weather conditions)
5. Defined level of community control  
(FAA funding requires FAA regulations)
6. Controlled frequency and number of flights
7. Continued community input on operation procedures

## **The following is a list of all airfield uses covered in this section:**

- A. Air Shows
- B. General Aviation Airfield
- C. CRAF/Air Cargo Proposal
- D. Aircraft Maintenance Facility
- E. Commercial Space Products Transportation





## A. Air Shows

Air shows would use the existing MFA runways on weekends once or twice a year. An air show could potentially be a week-long event. Typically, an air show would consist of an aircraft fly-in, displays and festival, and an aviation show lasting three to four hours, over the course of two to three days. Air shows would draw visitors from the region and beyond to view aircraft aerobatics events, fly-bys, experimental and historic aircraft displays, and other entertainment activities in a festival atmosphere. Air shows by the Navy's Blue Angels have taken place at MFA.

## Conclusions/Recommendations

Generally the proposal for air show uses is a highly acceptable and compatible use, subject to some minor qualifications and mitigation's for operation of the airfield including controls of noise, traffic, safety and security measures/requirements, and timing limits of air show events.

Airfield operation parameters for air shows include:

1. Controlled noise levels (especially at night)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns (approaches and take-offs from over the bay)
4. Controlled bad weather flight operation procedures (no landings during inclement weather conditions)
5. Defined level of community control (FAA funding requires FAA regulations)
6. Controlled frequency and number of flights
7. Continued community input on operation procedures
8. No night time engine testing

## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		- May need legislative changes to use revenues from airfield for specific airfield operations at MFA
Ease of Implementation	+ Quick implementation potential – ease of implementation	
Risk Factors		- San Jose Airport would still be a threat to take over MFA because facility would still be underutilized
Potential Environmental Impacts	+ Can be mitigated and air operations only happen during the day for a short period of time, a few days a year	- Traffic and noise impacts - Noise and traffic could impact local industrial areas/uses in the vicinity

<b>Economic Benefits</b>	<ul style="list-style-type: none"> <li>+ Positive economic use</li> <li>+ Major spin-off economic benefits to local/wider community -- businesses, hotels, motels, restaurants due to visitors drawn to the area.</li> </ul>	
<b>Operational Feasibility</b>	<ul style="list-style-type: none"> <li>+ Provides maximum reuse in shortest period of time</li> </ul>	<ul style="list-style-type: none"> <li>- Need to solve security and safety needs during air show operations</li> <li>- May require shutting down Hwy. 101 during air show events (has been done before)</li> </ul>
<b>Infrastructure Capacity</b>	<ul style="list-style-type: none"> <li>+ Uses existing structure/airfield/facilities</li> </ul>	
<b>Educational Benefits</b>	<ul style="list-style-type: none"> <li>+ Can demonstrate the draw for air/space center</li> </ul>	
<b>NASA Ames Compatibility</b> (Fit NASA Ames Mission)		<ul style="list-style-type: none"> <li>- Could conflict with NASA Ames uses and mission needs</li> </ul>
<b>Community Acceptability</b>	<ul style="list-style-type: none"> <li>+ Use is something families in the area can support, is popular and has been done before</li> <li>+ Contributes to community pride</li> </ul>	
<b>Other Factors</b>	<ul style="list-style-type: none"> <li>+ Use is for a defined period of time a few days of the year</li> </ul>	

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## Further Questions and Considerations

1. How can NASA Ames keep air show revenues for use at Moffett Federal Airfield without losing income that will go directly to the U.S. treasury?
2. Where do revenues go (Institutional Shared Pool/ Airfield Shared Pool)? Can revenues offset the NASA Ames shortfall?

## B. General Aviation Airfield

General Aviation involves landing field and parking (on aprons and in hangers) of privately owned planes of all sizes for public and private use. General aviation airfield uses include a number of airfield activities under different operational conditions and rules. General aviation airports can be privately controlled, limited or restricted use airfields (non FAA financed), or publicly owned and operated, non-restricted (FAA financed) airfields. General Aviation uses include airfield operations (landing and take-offs) for all public and private owned planes, airplane parking, fueling, services and repair facilities, and related aircraft uses (offices, restaurants, shipping and warehousing related to airfield uses, etc.). General aviation uses can include a blimp landing port.

### Conclusions/Recommendations

The committee did not reach a consensus on the proposed general aviation use at Moffett Federal Airfield. The committee was asked to vote on the acceptability of the General Airfield uses. Five (5) members rated general aviation uses as CA - Conditionally Acceptable and fourteen (14) members rated general aviation uses as NA - Not Acceptable. No (0) members categorized the use as GA - Generally Acceptable.

The Committee discussed the general conditions of acceptability for general airfield uses (Airfield Parameters). These general Airfield Acceptability Parameters are listed below.

Airfield Operating Parameters for general aviation include:

1. Controlled noise levels (especially at night)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns (approaches and take-offs from over the bay)
4. Controlled bad weather flight operation procedures (no landings during inclement weather conditions)
5. Defined level of community control (FAA funding requires FAA regulations)
6. Controlled frequency and number of flights
7. Continued community input on operation procedures
8. No night time engine testing

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		- Requires Legislative Changes
Ease of Implementation		



<b>Risk Factors</b> (Unintended Consequences and Public Safety)	<ul style="list-style-type: none"> <li>+ Keep other airfield operators from taking over MFA and can keep local community control. "Joint Use" operations: (Holds off San Jose)</li> <li>+ Safety waivers at MFA are minor for airfield operations, fences and runway widths</li> </ul>	<ul style="list-style-type: none"> <li>- Unintended consequences could prolong airfield use and increase in size in the future. May not be possible to keep out other aircraft users</li> <li>- Some risk to public safety (potential airplane accidents over inhabited areas)</li> <li>- How to control?</li> </ul>
<b>Potential Environmental Impacts</b> (noise, traffic, air quality, etc.)	<ul style="list-style-type: none"> <li>+ Controlled operations would produce no noise prints over residential areas</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental impacts, noise, air, traffic pattern safety</li> </ul>
<b>Economic Benefits</b> (offset NASA Ames shortfall)	<ul style="list-style-type: none"> <li>+ Some income generated for NASA Ames</li> <li>+ California economic analysis indicates one airplane contributes \$104,000/year to the local economy</li> <li>+ Airfield operations provides for the transportation needs of the region</li> </ul>	<ul style="list-style-type: none"> <li>- Marginal increase in revenues for the number of flights and community sacrifice</li> <li>- Impacts to local community property values are negative</li> </ul>
<b>Operational Feasibility</b>		<ul style="list-style-type: none"> <li>- Powers of Joint Use Airfield operations is unknown</li> <li>- FAA funds and control are required to operate tower and controlled flights</li> </ul>
<b>Infrastructure Capacity</b>		
<b>Educational Benefits</b>		
<b>NASA Ames Compatibility</b> (Fit NASA Ames Mission)	<ul style="list-style-type: none"> <li>+ Relationship to NASA Ames mission</li> </ul>	<ul style="list-style-type: none"> <li>- Potential NASA Ames mission conflicts</li> </ul>
<b>Community Acceptability</b>		<ul style="list-style-type: none"> <li>- Unknown community benefits</li> <li>- Measure "J" passed by the communities voted against this use</li> <li>- Airfield operations are not acceptable to many in the community</li> </ul>
<b>Other Factors</b>	<ul style="list-style-type: none"> <li>+ Airfield use could be feasible with conditions and restrictions</li> </ul>	

## Further Questions and Considerations

1. What are the community benefits?
2. Is General Aviation use an acceptable use to NASA Ames?

### C. Civil Reserve Air Fleet (CRAF)/Air Cargo Proposal

Air cargo uses would include use of the existing runways and aircraft hanger space for shipping of air cargo, delivery services such as DHL, Federal Express, U.S. Postal Service, and United Parcel Service (UPS). Some air cargo delivery services have stated that the number of flights could be limited, take offs and landings could be limited to the daytime hours, and early morning approaches would only occur over the bay. Conditions requiring a southern approach (over the community) to the airfield (generally 2% of the flights) could also be diverted to another airfield.

#### Conclusions/Recommendations:

The CAC did not reach a consensus on the potential acceptability of air cargo uses at MFA. Some committee members found the use not compatible with the community and could not be controlled. However, other members believe the use to be acceptable under certain conditions and limitations; control of noise, limited number of day flights, approaches only from the Bay, etc. The committee was asked to categorize, by a show of hands, the acceptability of the air cargo use. Eleven (11) committee members found air cargo uses Conditionally Acceptable - CA; Eight (8) members found the use Not Acceptable - NA. No members found this use Generally Acceptable - GA.

The committee identified parameters for conditionally acceptability of air cargo/CRAF uses. Airfield operation parameters for CRAF/air cargo include:

1. Controlled noise levels (especially at night)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns (approaches and take-offs from over the bay)
4. Controlled bad weather flight operation procedures (no landings during inclement weather conditions)
5. Defined level of community control (FAA funding requires FAA regulations)
6. Controlled frequency and number of flights
7. Continued community input on operation procedures
8. No night time engine testing

#### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability Ease of Implementation		
Risk Factors (Unintended Consequences and Public Safety)		<ul style="list-style-type: none"><li>- Quality of life issues need controls</li><li>- Possible other airport could takeover airfield</li><li>- Height limits on adjacent buildings required</li><li>- Loss of community control</li><li>- No guarantees of future control</li></ul>

**Potential Environmental Impacts** (noise, traffic, air quality, etc.)

- Precludes long-term reuse potential
- Air and Noise Impacts

**Economic Benefits** (offset NASA Ames shortfall)

- + Adds funds to NASA Ames' budget \$1.2 million/year
- + Airfield reuse would limit impact to existing industries

**Operational Feasibility**

- + Use restrictions could control number of flights and operations
- + Cargo uses include companies under contract with the Federal Government with the Air Force
- + CRAF uses would not require a joint use airfield

- Air traffic conflicts
- Community oversight has no teeth
- Community cannot put conditions on Federal Operations

**Infrastructure Capacity**

- + Compatible with existing facilities

**Educational Benefits**

**NASA Ames Compatibility** (Fit NASA Ames Mission)

- Does not fit NASA Ames mission

**Community Acceptability**

- + However, 32.5% of voters approved of the CRAF proposal and both the Sunnyvale Chamber of Commerce and the Santa Clara Valley Manufacturing Group endorsed CRAF usage.

- Measure J voted no on this use.
- Community gets nothing
- Community vote on issue suggested
- Prolonged airfield use is not a desirable use

**Other Factors**

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## Further Questions and Considerations

None Identified



## D. Aircraft Maintenance Facility

Aircraft maintenance facility uses would include repair and general aviation maintenance of federal or private aircraft, experimental aircraft research and production, and aircraft retrofit (installation of new state of the art electronic equipment, interior rebuilding and refinishing, etc.). Aircraft maintenance and repairs could be conducted in the existing hanger of MFA and include other existing storage and warehouse facilities. Aircraft maintenance uses would use existing runways on a periodic basis to fly-in aircraft for retrofit work. Aircraft fly-ins would typically occur on a weekly or monthly basis and require several months to a year or more for refit. Fly-ins need not be necessary during evening hours.

## Conclusions/Recommendations

Generally aircraft maintenance uses are not recommended but could be permitted under certain conditions such as limited flights, limited day landings, minor aircraft retrofit and repairs (vs. heavy rework facility and engine testing and repairs), and instrumentation.

Aircraft instrumentation and other aircraft maintenance not requiring fly-ins of aircraft would be preferable.

Airfield operation parameters for aircraft maintenance include:

1. Controlled noise levels (especially at night)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns (approaches and take-offs from over the bay)
4. Controlled bad weather flight operation procedures (no landings during inclement weather conditions)
5. Defined level of community control (FAA funding requires FAA regulations)
6. Controlled frequency and number of flights
7. Continued community input on operation procedures
8. No night time engine testing

## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation	<ul style="list-style-type: none"><li>+ Aero research center connected with NASA Ames programs</li><li>+ Conversion of aircraft for federal uses compatible (e.g. Forest Service)</li><li>+ Transitional possibilities</li><li>+ Links to airfield use</li></ul>	

<b>Risk Factors</b>	+ Minimal air traffic with other aircraft maintenance uses	- Brings in air traffic; + although not substantial numbers of flights - Competition with McClellan AFB for federal users - No users have come forward
<b>Potential Environmental Impacts</b>		
<b>Economic Benefits</b>		
<b>Operational Feasibility</b>	+ Non-flight airplane and avionics repair creates minimal air traffic + Flexible schedule for flights	
<b>Infrastructure Capacity</b>	+ Makes use of large aircraft hangers on base	
<b>Educational Benefits</b>		
<b>NASA Ames Compatibility</b>		
<b>Community Acceptability</b>		
<b>Other Factors</b>		

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## Further Questions and Considerations

1. The type of aircraft must be defined. Who would control the intensity of uses?

## E. Commercial Space Products Transportation

Commercial space products transportation involves the continued use of facilities and the Airfield for shipping of space products (satellites, and satellite product developments) by such users as Lockheed Martin Missiles & Space Systems and Loral.

### Conclusions/Recommendations

The CAC did not reach a consensus on the potential acceptability of Commercial Space Products Transportation. Some members of the committee found the use Generally Acceptable, while others believed it to be Conditionally Acceptable. The committee was asked to categorize, by a show of hands, the acceptability of Space Products Transportation. Thirteen (13) committee members found space product transportation a Generally Acceptable use - GA; Six (6) members found the use Conditionally Acceptable - CA. No (0) members found this use Not Acceptable - NA.

The CAC determined that only the following 6 airfield operation parameters for commercial space products transportation apply:

1. Shipping only for products that cannot be moved by other transportation systems (trucks, commercial air cargo at other airport, etc.)
2. Controlled hours of operation (no night flights)
3. Controlled flight patterns (approaches and take-offs from over the bay)
4. Large space products only, not general shipping
5. Satellites flown in for testing purposes, not for a general assembly process
6. Controlled frequency and number of flights

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability	+ Politically acceptable	
Ease of Implementation		
Risk Factors (Unintended Consequences and Public Safety)	+ Safety not an Issue	
Potential Environmental Impacts (noise, traffic, air quality, etc.)		- Noise of satellite shipping could be a problem
Economic Benefits (offset NASA Ames shortfall)	+ Income feasible + Lockheed economic development a plus + Positive income to NASA Ames if Lockheed pays	
Operational Feasibility	+ Can limit daytime flights	- Time of flights needs to be controlled - Number of flights would need to be controlled (32 flight operations a year)



<b>Infrastructure Capacity</b>	+ Currently using existing facilities
<b>Educational Benefits</b>	
<b>NASA Ames Compatibility</b> (Fit NASA Ames Mission)	+ Fits NASA Ames Mission
<b>Community Acceptability</b>	
<b>Other Factors</b>	

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## Further Questions and Considerations

None Identified

# Federal Users

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*Federal users include government agencies who could possibly benefit by relocating to Moffett Federal Airfield.*

**The following is a list of all Federal users covered in this section:**

**F.** Coast Guard





## F. Coast Guard

Coast Guard uses would consist of the air rescue services of the Coast Guard including airplanes and helicopters relocating to Moffett Federal Airfield from San Francisco International Airport and other sites in California such as Sacramento. This use would provide air sea emergency rescue services and safety patrols for the western Pacific region, California, and the greater Bay Area. Flights would originate from MFA on a daily basis for training, routine patrols of the Bay Region, and in cases of emergencies.

## Conclusions/Recommendations

This proposal is potentially a very qualified acceptable use. Conditions of air operations and noise abatement and management would have to be considered. Use of MFA by the Coast Guard would have to be acceptable to the Coast Guard.

## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation	+ Ease of implementation	
Risk Factors (Unintended Consequences and Public Safety)	+ May have greater control over federal users (airfield operations) at MFA	
Potential Environmental Impacts (noise, traffic, air quality, etc.)	+ Noise may be acceptable because Coast Guard contributes to the emergency needs of community (like police cars and ambulances that make noise at times)	- Coast Guard airplanes and helicopters are noisy
Economic Benefits (Potential to offset NASA Ames shortfall)	+ Federal user can support airfield operations + Housing cost can be reduced for Coast Guard by using existing base housing	
Operational Feasibility		- Coast Guard reported as not interested
Infrastructure Capacity	+ Compatible with existing facilities	
Educational Benefits		
NASA Ames Compatibility (Fit NASA Ames Mission)		

## Community Acceptability

+ Contributes to community  
pride

## Other Factors

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## Further Questions and Considerations

1. Need to ask Coast Guard Commander if they are willing to relocate to MFA and under what conditions.

# NASA Ames Research Center Uses

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*NASA Ames uses includes six (6) major initiatives as proposed by NASA Ames as well as the continued use of Moffett Federal Airfield by NASA Ames in all of its existing forms including: NASA Ames R&D, testing, and airfield uses and operations, research aircraft uses, high technology institutions, and other research institutions. The majority of the Community Advisory Committee finds NASA's six point initiatives for Moffett Federal Airfield generally acceptable.*

**NASA Ames' proposed six (6) point initiatives include:**

1. Expand Ames Technology Commercialization Center
2. Development of Center of Excellence for Information Technology Institute(s)
3. Development of an Astro-Biology Institute
4. Expansion of commercial space product transportation (Flying out Lockheed/Loral satellites)
5. Development of the California Air and Space Center (reuse of Hanger 1)
6. Provisions of a Bay Trail on the northern border

This section discusses initiatives 1, 2 and 3 (Sections G, H and I). Initiative 4 is covered in Section E (Page 20). Initiatives 5 and 6 were addressed by the CAC and are Covered in Sections N and P of this land use evaluation (Pages 33 and 36).

**The following is a list of all NASA Ames Research Center uses covered in this section:**

- G. Ames Tech. Commercialization Center Expansion
- H. Information Technology Research Institute(s)
- I. Astro-Biology Institute





## G. Expansion of Ames Technology Commercialization Center

The Ames Technology Commercialization Center (ATCC) provides opportunities for start-up companies utilizing NASA technology to grow in a "business incubator" environment. The ATCC houses companies and assists them in business and product development. The center uses a lab-to-market approach, which takes the technology from Ames and pairs it with appropriate partners in the business and financial community to create and foster new industries and jobs.

## Conclusions/Recomendations

Generally acceptable

## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability	+ Politically acceptable	
Ease of Implementation		
Risk Factors (Unintended Consequences and Public Safety)	+ Safety not an Issue	
Potential Environmental Impacts (noise, traffic, air quality, etc.)		
Economic Benefits (offset NASA Ames shortfall)	+ Income feasible + Positive income to NASA	
Operational Feasibility		
Infrastructure Capacity		
Educational Benefits		
NASA Ames Compatibility (Fit NASA Ames Mission)	+ Fits NASA Ames Mission	
Community Acceptability	+ Acceptable	
Other Factors		

## Further Questions and Considerations

None Identified

## H. Information Technology Research Institute(s)

Technology research institutes include the development of the Center of Excellence for Information Technology Research.

### Conclusions/Recommendations

Generally acceptable

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political	+ Politically acceptable	
Feasibility/Acceptability		
Ease of Implementation		
Risk Factors (Unintended Consequences and Public Safety)	+ Safety not an Issue	
Potential Environmental Impacts (noise, traffic, air quality, etc.)		
Economic Benefits (offset NASA Ames shortfall)		
Operational Feasibility	+ Income feasible + Positive income to NASA	
Infrastructure Capacity		
Educational Benefits		
NASA Ames Compatibility (Fit NASA Ames Mission)	+ Fits NASA Ames Mission	
Community Acceptability		
Other Factors		

### Further Questions and Considerations

None Identified



## I. Astro- Biology Research Institute

### Conclusions/Recomendations

Generally acceptable

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability Ease of Implementation	+ Politically acceptable	
Risk Factors (Unintended Consequences and Public Safety) Potential Environmental Impacts (noise, traffic, air quality, etc.)	+ Safety not an Issue	
Economic Benefits (offset NASA Ames shortfall)	+ Income feasible + Creates jobs for local economy + Positive income to NASA	
Operational Feasibility Infrastructure Capacity Educational Benefits		
NASA Ames Compatibility (Fit NASA Ames Mission)	+ Fits NASA Ames Mission	
Community Acceptability Other Factors	+ Acceptable	

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### Further Questions and Considerations

None Identified



# Trade Show Facilities

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*Trade show facilities include uses that will support events with large public attendance. Space is required for conventions, shows, exhibits and auxiliary uses such as meeting rooms, hotels and motels, restaurants and entertainment.*

**The following is a list of all trade show facilities covered in this section:**

- J.** Convention Center / Display Halls





## J. Convention Center and Convention Display Halls

Trade show uses consist of convention facilities, show rooms, exhibit hall space, and ancillary uses to support the convention shows such as meeting rooms, hotels, motels, restaurants, and entertainment uses. Trade show or convention hall space could use existing hangers at MFA or be part of a larger new show room and display space complex .

### Conclusions/Recommendations

A large convention and product display halls are generally not acceptable.

A smaller convention and meeting facility would work well with a museum and high tech research and educational facility both in the near term and long term.

A Small convention facility can work well with an air and space center and a high-tech research complex. Some synergy can be created with a smaller meeting complex and the space center.

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		- May require special legislation
Ease of Implementation	+ Can use existing facilities	- Implementation of long term development difficult - Long-term reuse proposal, may not be accommodated in short/near term
Risk Factors (Unintended Consequences and Public Safety)		- Need transportation connections to existing hotels and restaurants - Use would compete with San Francisco and San Jose/Santa Clara Convention centers - Use may need to be a year round use not just once or twice a year - High risk -- no funding to implement and may require public moneys - 1 million square feet of area is not a short term solution
Potential Environmental Impacts (noise, traffic, air quality, etc.)	+ No significant environmental impacts	
Economic Benefits (offset NASA Ames shortfall)	+ Potential high, long-term, positive economic benefits + Compatible with local industries	- Conference center does not use the airfield or contribute to offsetting airfield operation costs

<b>Operational Feasibility</b>	+ Synergy can be created with Air and Space Center uses	- Demolition of some existing building may be required to build a large display center and/or additional hotels, motels, and restaurants
<b>Infrastructure Capacity</b>	+ Public safety not an issue + infrastructure can accommodate use + Assessable	- May require additional infrastructure improvements
<b>Educational Benefits</b>	+ Compatible with educational needs, and research institutes	
<b>NASA Ames Compatibility</b> (Fit NASA Ames Mission)	+ Adds to NASA Ames mission	
<b>Community Acceptability</b>		
<b>Other Factors</b>		

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## Further Questions and Considerations

1. Who would propose this use and how would such a proposal be financed?

# Research and Development Uses

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*Research and development uses include campus-office park development and light industrial manufacturing.*

**The following is a list of all research and development uses covered in this section:**

- K.** Corp. Research/Campus Office Park and Light Industry





**K. Corporate Research/Campus-Office Park and Light Industry**

A corporate research and campus-office park would consist of light industrial, high-tech research and development uses, light industrial manufacturing, and office space typical of the Santa Clara Valley. High-tech, light industrial uses could include electronics, communications technology, computers, bio-tech industries, instrumentation, and other forms of advanced technology research, development and manufacturing uses.

**Conclusions/Recommendations**

Light industrial, corporate offices, research and development park are a highly acceptable uses of MFA both in the near and long term. However, long-term redevelopment of the existing airfield for light industrial and R&D uses may not contribute to NASA Ames mission nor add to the ongoing operation of NASA Ames' airfield use.

**Land Use Evaluation**

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation	<div>+ This land use proposal is a joint venture</div> <div>+ Long-term use potential</div> <div>+ Could be short term use</div> <div>+ Long term, large scale with qualifications (area by wind tunnels)</div>	
Risk Factors (Unintended Consequences and Public Safety)		<div>- Mixed use can be a problem, nature of high-tech industries</div> <div>- Competitive with existing commercial industrial parks</div>
Potential Environmental Impacts (noise, traffic, air quality, etc.)	<div>+ Mixed use can help offset traffic impacts (housing with R&amp;D campus)</div>	<div>- Serious transportation mitigation program for traffic</div>
Economic Benefits (offset NASA Ames shortfall)	<div>+ Integrates well with surrounding corporations</div>	<div>- Difficult to implement economic criteria</div>
Operational Feasibility	<div>+ Can use access to bay for transit</div>	
Infrastructure Capacity	<div>+ Fits with NASA Ames and existing infrastructure</div> <div>+ Can be temporary use of existing facilities</div>	
Educational Benefits		

**NASA Ames Compatibility**  
(Fit NASA Ames Mission)

+ NASA Ames mission more  
holistic, can use existing housing  
+ Fits NASA Ames mission types  
of tenants high-tech, aerospace,  
and computers

**Community Acceptability**

**Other Factors**

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**Further Questions and Considerations**

1. Will money go to airfield improvements NASA Ames needs?
2. Is there economic demand? (Vacancy rate in area is less than 1 /2%)

# Warehouse Distribution Uses

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*Warehouse distribution uses consist of large-scale storage complexes and related trucking and transportation facilities.*

**The following is a list of all warehouse distribution uses covered in this section:**

- L.** Warehouse Distribution Center





**L. Warehousing and Distribution Center**

A warehouse distribution center would consist of warehouses and related trucking and transportation facilities such as large-scale storage facilities, U.S. post office distribution center, Army-Air Force Exchange Service distribution center, food store storage and distribution center, general warehousing, and moving and storage facilities.

**Conclusions/Recommendations**

Warehouse uses could be generally unacceptable uses in the near term. Warehouse uses would not contribute to NASA Ames' mission nor offset NASA Ames' airfield operation costs in the near term. Warehouse uses could be acceptable in the long term with major conditions and requirements for development.

**Land Use Evaluation**

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation	+ Works well with air cargo uses	- No identified development driver has come forward
Risk Factors (Unintended Consequences and Public Safety)		
Potential Environmental Impacts (noise, traffic, air quality, etc.)		- Traffic problems could be generated with additional trucks
Economic Benefits (offset NASA Ames shortfall)		- Does not address economic shortfall
Operational Feasibility		- Security factor for NASA Ames
Infrastructure Capacity		- Infrastructure may not fit
Educational Benefits		
NASA Ames Compatibility		- Infrastructure may not fit
Community Acceptability		
Other Factors		

**Further Questions and Considerations**

None Identified



# Television and Film Industry

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*Television and film industry uses include leasing of space and facilities for film and T.V. studio productions.*

**The following is a list of all television and film industry uses covered in this section:**

**M.** Television and Film Studios





**M. Television and Film Studios**

Television and film industry uses would include short-term leasing of hanger and other MFA facilities for film and T.V. studio productions.

**Conclusions/Recommendations**

Generally, film and television studio uses of existing facilities are very acceptable especially in the short or near term.

**Land Use Evaluation**

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation		
Risk Factors		- Risk factor may preclude potential other uses
Potential Environmental Impacts		
Economic Benefits	+ Short-term revenue benefit + Seed fund raiser for Air and Space Center	- Film industry leases are unpredictable/variable
Operational Feasibility	+ Can work around noise of flights	
Infrastructure Capacity	+ Hanger 2 & 3 can best be put to use + No infrastructure changes required	
Educational Benefits		
NASA Ames Acceptability (Fit NASA Ames Mission)		- Needs relationship to mission
Community Acceptability		
Other Factors		

**Further Questions and Considerations**

1. How economically feasible is this potential use?
2. How can NASA Ames lease to film industries and generate funds?
3. Will television and film related uses require changes to the law?



# Cultural and Educational Uses

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*Cultural and educational uses include museums, exhibit halls, restaurants, and retail shops. Expansion of existing cultural and education uses (i.e. Space Camp) can provide new facilities and activities for current residents*

**The following is a list of all cultural and educational uses covered in this section:**

- N.** Air and Space Center
- O.** Space Camp Extension





## N. Air and Space Center

An air and space center has been proposed to reuse the existing Hanger 1 at MFA. An air and space center would consist of both educational and museum components and include experimental and historic aircraft and spacecraft displays, meeting rooms and exhibit halls, restaurants, and retail shops for sales of gifts and memorabilia, and shops for aircraft and spacecraft rebuilding and display making. The air and space center would take advantage of the existing runways by flying in aircraft and other equipment for displays. Aircraft parking space would be used outside Hanger 1 for additional storage and displays and potential airplane rides and air shows.

## Conslusions/Recommendations

Proposal is a very positive and acceptable use, subject to proper financing and identifying ways to help offset airfield operation costs.

## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation		<ul style="list-style-type: none"><li>- Project is a long-term use proposal</li><li>- Lack of substantial business plan</li></ul>
Risk Factors		<ul style="list-style-type: none"><li>- High risk for long-term high level of development and financing needs- High risk for long-term high level of development and financing needs</li></ul>
Potential Environmental Impacts		
Economic Benefits	<ul style="list-style-type: none"><li>+ Financial spin -offs and support to the area</li><li>+ Synergy created with education facility, NASA Ames mission, shops, and high-tech research facility</li></ul>	<ul style="list-style-type: none"><li>- Lack of financing /funding</li><li>- Does not address short-term need or revenue need</li></ul>
Operational Feasibility	<ul style="list-style-type: none"><li>+ Can use existing airfield to fly in planes for exhibits</li><li>+ Can tie into NASA Ames in the long term</li></ul>	
Infrastructure Capacity		
Educational Benefits	<ul style="list-style-type: none"><li>+ Positive educational benefits for San Jose community and region</li></ul>	

NASA Ames Compatibility	<ul style="list-style-type: none"> <li>+ Fits NASA Mission</li> <li>+ NASA Ames acceptance high</li> </ul>
Community Acceptability	<ul style="list-style-type: none"> <li>+ Community acceptance high</li> <li>+ High prestige value and adds to community pride</li> <li>+ Existing partnership and support in place in the City of Mountain View</li> <li>+ Can promote active community participation with City, Community, NASA Ames, State, Local business, and Federal government</li> </ul>

#### Other Factors

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### Further Questions and Considerations

1. How does use offset airfield operation cost needs?
2. Where does money go to pay for airfield operations?
3. Debt bonds may be needed from local community--who pays? And how much?

## O. Space Camp Expansion

This use proposes to enlarge the existing space camp activities at MFA to provide expanded and new facilities and activities.

### Conclusions/Recommendations

Generally acceptable

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability Ease of Implementation	+ Politically Acceptable	
Risk Factors	+ No risks	
Potential Environmental Impacts		
Economic Benefits	+ Some economic benefit	- Not big revenue generator for NASA Ames
Operational Feasibility Infrastructure Capacity		
Educational Benefits	+ Educational	
NASA Ames Compatibility	+ Complies with NASA Ames' mission	
Community Acceptability Other Factors		

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### Further Questions and Considerations

None Identified





# Recreation and Open Space Uses

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*Recreation and open space uses include trails, wildlife preserves, parks, golf courses and other leisure activity spaces.*

**The following is a list of all recreation and open space uses covered in this section:**

- P.** Bay Trail Extension
- Q.** Wildlife Areas and Wetlands Expansion
- R.** Golf Course
- S.** New 49ers Stadium



**P. Bay Trail**

Expansion of the Bay Trail would provide public access along the northern edge of the airfield along the bay. The trail would be separated from the airfield with security fencing. Trail uses would allow for bicycling, and hiking with additional recreation activities along the edges for bird watching and interpretative areas.

**Conclusions/Recomendations**

Generally Acceptable. Generally the Bay Trail is acceptable use and presents no major drawbacks

**Land Use Evaluation**

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation		
Risk Factors		
Potential Environmental Impacts		
Economic Benefits		- Does not address funding shortfall of NASA Ames
Operational Feasibility		
Infrastructure Capacity		
Educational Benefits		
NASA Ames Compatibility	+ NASA Ames finds expansion of the Bay Trail acceptable.	
Community Acceptability		
Other Factors		

**Further Questions and Considerations**

None Identified

## Q. Wildlife Areas and Wetlands Expansion

(As Proposed by ABAG - Association of Bay Area Governments)

Expansion of the wildlife areas and wetlands would be located at the northern edge of MFA site adjacent to the existing Airfield. These wetland areas would allow for increased habitat for animals and birds and provide for potential public access and recreational uses.

### Conclusions/Recommendations

Conditionally acceptable

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation	<ul style="list-style-type: none"><li>+ Inter-governmental transfer of lands can be accommodated.</li><li>+ Uses lands which would otherwise be unusable</li></ul>	
Risk Factors		
Potential Environmental Impacts		
Economic Benefits		<ul style="list-style-type: none"><li>- Does not address NASA Ames revenue shortfall</li><li>- No Revenue generated for NASA Ames operations</li></ul>
Operational Feasibility		
Infrastructure Capacity		
Educational Benefits		
NASA Ames Compatibility		<ul style="list-style-type: none"><li>- Potential inter-agency conflicts in management of uses.</li></ul>
Community Acceptability		
Other Factors		

### Further Questions and Considerations

1. Will there be interagency jurisdictional control issues?
2. Are intergovernmental transfers possible?
3. Can the northern portion of the property be transferred to the Department of Interior for wetlands uses with an easement for NASA Ames to keep the northern part of the airfield from being claimed for public airport use?



**R. Golf Course**

A new golf course could be developed at either ends of the existing airfield runways in the approach zones. The size of the golf course depends on the land available.

**Conclusions/Recomendations**

This is a low priority use.  
Conditionally acceptable

**Land Use Evaluation**

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation		
Risk Factors		
Potential Environmental Impacts		
Economic Benefits		- Does not satisfy NASA Ames shortfall - Doesn't give funds to the community
Operational Feasibility		
Infrastructure Capacity		
Educational Benefits		
NASA Ames Compatibility		- Could Conflict with NASA Ames' mission and use of the airfield
Community Acceptability	+ Community acceptable if Golf course is developed in conjunction with some other facility (Golf Courses are already located on south end of site across Hwy. 101)	
Other Factors		

**Further Questions and Considerations**

None Identified

## S. 49ers Stadium

Development of a new 49er's Football Stadium complex would involve relocating the 49er's home field from San Francisco. This would occur only if the existing proposal to rebuild the Candlestick Park (3-Com Park) is not successful and the 49er's are interested in moving to a South Bay location.

### Conclusions/Recommendations

Not Acceptable

### Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		- Political feasibility low/not acceptable
Ease of Implementation		- Links with other uses are a requirement for acceptability to create synergy of - Does not work as a stand alone use
Risk Factors (Unintended Consequences and Public Safety)		- Risk factors high
Potential Environmental Impacts		- Major traffic/air impacts- Major traffic/air impacts
Economic Benefits	+ Spurs economic development and jobs	- Stadiums are a municipal money sink
Operational Feasibility		
Infrastructure Capacity		
Educational Benefits		- No educational benefits
NASA Ames Compatibility		
Community Acceptability		
Other Factors		

### Further Questions and Considerations

None Identified

# Housing

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*Housing includes reuse of existing buildings and construction of new residential homes.*

**The following is a list of all housing uses covered in this section:**

**T.** Additional Housing Uses



## **T. Additional Housing Uses**

Additional housing includes reuse of existing housing on base, replacement and or expansion of existing housing on base and in the long term, building new (private) housing at MFA replacing existing airfield and other facilities.

### **Conclusions/Recommendations**

Reuse of existing housing was found to be a generally acceptable use in the short term. Expansion of existing housing area could be acceptable if certain conditions were met and conflicts from noise and adjoining uses could be mitigated.

In the long term, new housing could be a conditionally acceptable alternative for the site if environmental conditions were mitigated such as noise and traffic conditions, as well as clean-up and flooding issues were resolved.

Housing Types	Near Term Use	Long Term Use
New Housing	Not Acceptable	Conditionally Acceptable
Expansion of Existing Housing	Conditionally Acceptable	Conditionally Acceptable



## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political Feasibility/Acceptability		
Ease of Implementation	+ Consistent with McKinney Act requirements + Helps create a balance of jobs and housing in area and region	
Risk Factors		
Potential Environmental Impacts		- Requires sound proofing - Noise from wind tunnels may conflict with residential uses - Flood danger not compatible with housing uses - Toxic issues and clean-up may not allow housing uses - Finding financing for housing difficult (especially in the short term) - Potential conflicts with aviation created in very long term (50-100 years)
Economic Benefits	+ Supports area growth	- Does not generate large tax funds - Does not address NASA Ames shortfall in short term
Operational Feasibility		- NASA Ames security problems could be created - Young children would also require day care facilities
Infrastructure Capacity		
Educational Benefits		
NASA Ames Compatibility		- Inconsistent with NASA Ames mission
Community Acceptability	+ May have community acceptability	
Other Factors		

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## Further Questions and Considerations

1. Does this work with other NASA Ames uses (i.e. wind tunnel)?

# Correctional Institutions

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*Correctional institutions include federal, state, and county prisons and correctional facilities and work camps for both male and female adults and young adults.*

**The following is a list of all correctional institutional uses covered in this section:**

- U.** Prison and Youth Correctional Center



## U. Prisons and Youth Correctional Centers

Correctional institutions could include federal, state, and county prisons and correctional facilities and work camps for both male and female adults and young adults. Correctional institutions could be either maximum security prisons or minimal security work camps and detention facilities. A correctional institution would require construction of new facilities on the site.

### Conslusions/Recommendations:

Correctional institutions are uses not acceptable nor compatible for near term or long term reuse potential nor do they contribute to NASA Ames' mission.

## Land Use Evaluation

Evaluation Criteria	Pros	Cons
Political		
Feasibility/Acceptability		
Ease of Implementation		- Proposal is a long term reuse proposal -- does not meet immediate, near term budget shortfall of airfield operations
Risk Factors		
Potential Environmental Impacts	+ Quiet use	
Economic Benefits	+ High-paying jobs created -- correctional officers have one of the highest-paying jobs in the state + High-revenue potential to local communities -- state and federal correctional agencies often pay high impact fees and make substantial improvements to local communities.	
Operational Feasibility		- Does not use existing facilities or airfield - Poor utilization of potential valuable resources and location
Infrastructure Capacity		
Educational Benefits		
NASA Ames Acceptability (Fit NASA Ames Mission)		- Does not fit NASA Ames mission need or acceptability
Community Acceptability		- Community does not find the use acceptable
Other Factors		





## IV. Committee Fact Finding





## IV. COMMITTEE FACT FINDING

### ISSUES ANALYSIS: THE FACT FINDING PROCESS

The following issues, organized into major topic areas, were identified by the Community Advisory Committee for discussion.

#### Fact Finding Issue Categories

- A. NASA Ames Research Center Mission
- B. Financial Overview, Revenue Sources and Expenses
- C. Community Assistance
- D. Primary Federal Users
- E. Regulatory Environment - Space Act and Other Regulations
- F. FAA Constraints
- G. Joint Use Airfield.
- H. Regulating Operations - Airfield Use and Noise Restrictions
- I. Property Disposal Process
- J. Environmental Clean-Up Constraints
- K. Potential For Commercial Partners

The intent of the CAC was to review and discuss these issues and identify the major facts and considerations that may support NASA Ames' mission and operations of Moffett Federal Airfield. Findings of fact are the major factors, opportunities and constraints on issues related to the potential use of Moffett Federal Airfield. The fact finding process addresses the major issues identified in the Committee's Charge from the City Councils and provides the basis for the committee's deliberation, discussions and final recommendations. The main purpose of this task was to identify facts from fiction and provide a basis for review and discussion of potential land use alternatives.

Due to the limited time, resources and information to complete the CAC tasks; the Committee also identified additional key questions and information needs that could be addressed if NASA Ames Research Center and the City Councils were to consider pursuing the proposed uses. Thus, the intent of the additional questions and information needs are to provide additional commentary to aid the Cities and NASA Ames on future decision making.

The format or protocol developed by the CAC for the discussion and analysis of these issues was as follows:

- ♦ Topic or Issue
- ♦ Initial Study Questions
- ♦ Information Sources
- ♦ Findings
- ♦ Future Study Questions and Information Needs.

## **Discussion Topics**

As part of its major work tasks, the committee identified a number of major questions that span one or more issues. These questions provided the foundation for the committee's discussion and fact findings. The following is a list of potential topics identified by the CAC for research, discussion and, fact finding.

### **1. Reuse Regulatory Constraints**

- ♦ What are the rules and regulations governing Federal reuse at MFA?
- ♦ What are federal reuse policies, regulations, rules, and statutory vs. agency regulatory requirements?
- ♦ How can the local community make changes to these rules to assist NASA Ames?
- ♦ What is the current status of MFA?
- ♦ How can the community change or affect the rules?

### **2. Base Closure Regulatory Constraints**

- ♦ What are the BRAC Act rules and statutory requirements?
- ♦ What are the property transfer regulations for base closures?
- ♦ What is the role and authority of a Redevelopment Authority?
- ♦ What is the planning role and authority of the Redevelopment Authority?
- ♦ What is the existing Moffett Federal Airfield Redevelopment Authority?
- ♦ What has been done in other base closures?

### **3. GSA Property Disposal Process**

- ♦ What are the GSA property disposal rules and requirements?
- ♦ How are GSA rules different from the base closure rules?
- ♦ What are the advantages and disadvantages of GSA vs. BRAC property disposal process?

### **4. Land Use Compatibility**

- ♦ What land use and activities would be compatible uses at MFA?
- ♦ What land use would be compatible with the surrounding community?
- ♦ What are the issues and criteria for determining land use compatibility? (traffic, noise, air quality, job creation, secondary economic impacts [local spending], additional market attraction and business growth, etc.)
- ♦ What kind of airfield operations are compatible with the community? (type of aircraft, frequency of flights, hours of operation, public vs. private access, size and location of runways and approaches, etc.)
- ♦ How can airfield operations be controlled?

## 5. Environmental Constraints

- ♦ What are the existing environmental conditions of MFA?
- ♦ What is the current clean-up plan and schedule?
- ♦ How does the environmental conditions constrain reuse at MFA?

## 6. Long Range Reuse Potential

- ♦ What happens if NASA Ames cannot meet its budget needs?
- ♦ What other federal agencies could operate the Airfield?
- ♦ What other local agencies could own and operate the Airfield?
- ♦ How would the property be transferred to another local or federal agency?
- ♦ What kind of new agency could be created to own and operate the airfield?
- ♦ What kind of airfield could be developed and how can it be regulated? Limited use airfield? Private or public airfield? Other?





# Findings by Issue Area

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**The following is a list of all issue area findings covered in this section:**

- A.** NASA Ames Research Center Mission
- B.** Financial Overview, Revenue Sources and Expenses
- C.** Community Assistance
- D.** Primary Federal Users
- E.** Regulatory Environment - Space Act and Other Regulations
- F.** FAA Constraints
- G.** Joint Use Airfield
- H.** Regulating Operations - Airfield Use and Noise Restrictions
- I.** Property Disposal Process
- J.** Environmental Clean-Up
- K.** Potential for Commercial Partners



## **ISSUE A: NASA AMES RESEARCH CENTER MISSION**

### **Initial Study Questions**

1. What kind of master plan was developed when NASA Ames took over Moffett?

### **Information Source**

Suzanne Petroni of NASA Ames reviewed with the Committee the Mission which governs the agency's operations at Moffett, and the Space Act Partnership pamphlet.

### **Findings**

- A1 It would appear that the federal government has a substantial interest in making Moffett Federal Airfield economically viable, in order to protect current assets.
- A2 NASA Ames' mission includes support for the incubation of commercial space enterprises; federal policy defines how NASA Ames may enter into agreements with commercial partners.
- A3 Reinterpretation and/or revision of existing policy could produce additional revenue opportunities for NASA Ames.
- A4 Only activities within NASA's mission or within the mission of other federal agencies can be legally accommodated at MFA. Some charitable and public-benefit uses (such as walk-a-thons and races) are permitted, as long as they do not interfere with normal operations and present no cost to NASA Ames.
- A5 Community reactions to NASA's proposal for possible Civil Reserve Air Fleet use caused NASA to request the formation of the Joint Cities Community Advisory Committee.

### **Future Study Questions and Information Needs**

1. Recently it was announced that six research aircraft will be moved to Dryden Flight Research Facility. How will this announced transfer of research aircraft impact MFA's mission and financial problems?
2. Does the Comprehensive Use Plan (CUP), approved in 1994, need to be updated and should current aviation activities serve as the base line for environmental analysis?





## **ISSUE B: FINANCIAL OVERVIEW, REVENUE SOURCES AND EXPENSES**

Address the revenue shortfall at Moffett Federal Airfield by identifying potential revenue sources (range of clients and tenants).

### **Initial Study Questions**

1. What is the current operating budget for MFA (revenue sources and expenses)?
2. Who are the existing paying federal tenants and what is financial contribution to the operating expenses?
3. What are other lease conditions for each tenant that contribute to the operating expenses (barter, trade or maintenance, and security contributions) ?
4. What is the operating shortfall?
5. How is the "fair market value" of airfield access determined in order to establish cost basis for reimbursement?
6. Will any increase in NASA Ames' overall budget be applied to Moffett?

### **Information Source**

NASA Ames staff, Suzanne Petroni and Gus Gould. Ms. Petroni gave a brief summary of the financial picture at Moffett Federal Airfield. She indicated that the current fiscal shortfall of \$3.1 million is the result of an \$800,000 deficit in the Institutional Shared Pool (ISP) and a \$2.3 million deficit in the Airfield Shared Pool (ASP).

### **Findings**

- B1 It seems extremely difficult for NASA Ames to make the air operations at MFA pay for themselves at current levels of use. NASA Ames could seek synergy between its mission and uses of Moffett assets.
- B2 Re-interpretation and/or revision of existing policy to consolidate MFA's budget pools could reduce the burden of the Airfield Shared Pool (ASP) deficit (such as allowing non-airfield users of office or warehouse space pay for airfield; or increasing square-foot charges to apply to the airfield).

However, NASA Ames has recently taken a positive position on this issue allowing for greater flexibility in the sharing of NASA Ames funding across budget pools. NASA Ames has indicated that they have several long term leases that may not allow such changes. Shifting airfield costs to some resident users may have an effect on MFA's competitiveness.

- B3 Cost avoidance (non-NASA Ames entities picking up airfield costs instead of NASA Ames) is functionally equivalent to revenue. Cost sharing contracts under the Space Act provide a mechanism to achieve cost avoidance under current law and regulations.

### **Future Study Questions and Information Needs**

1. Would the airfield become financially viable if air operations were increased to the level provided for by the MFA Comprehensive Use Plan (CUP allows up to 80,000 air operations per year including up to 20,000 over flights)?
2. How can NASA use the Space Act Agreement to achieve synergy between NASA Ames' mission and Moffett Federal Airfield uses?
3. What savings could NASA make with increased operational efficiencies? NASA could obtain the services of a qualified airfield operations consultant to streamline airport operations.

## **ISSUE C: COMMUNITY ASSISTANCE**

Identify what can be done to assist NASA Ames Research Center/MFA to accomplish their mission. Are there things the community can do? If so, what are they?

### **Initial Study Questions**

1. What is the mission of NASA Ames Research Center and Moffett Federal Airfield?
2. What can the community do to assist NASA, Ames Research Center, and Moffett Federal Airfield to accomplish that mission?
3. What are the basic unmet needs of NASA Ames Research Center and the Moffett Airfield (financial, budgetary, political support for mission, etc.)?
4. How can the local communities assist NASA Ames and MFA in meeting these unmet needs?

### **Information Source**

Moffett Federal Airfield (NASA Ames, Tours of MFA and Ames including Aerospace Encounter and Space Camp).

### **Findings**

- C1 Expanded volunteer programs can be an asset to NASA Ames' mission.
- C2 Opportunities for community partnerships exist that fit within NASA's mission and are identified in Section III of this report.
- C3 There are many opportunities for educational programs at MFA (in transportation technologies, biology and environmental science, for example).

### **Future Study Questions and Information Needs**

1. If the property is annexed to Mountain View and Sunnyvale, the Cities may want to study the possibility of providing City Services on a fee basis to aid NASA Ames Research Center in its mission.



## **ISSUE D: PRIMARY FEDERAL USERS**

Review primary uses as a federal facility

- Review current users
- Identify range of clients (potential users)
- Identify potential future stewards (other federal agencies)

### **Initial Study Questions**

1. Who are the current federal users at Moffett Federal Airfield?
2. Who are the federal users contacted by NASA Ames for potential use of Moffett Federal Airfield?
3. What other potential stewards (federal agencies) has NASA Ames contacted for use of Moffett Federal Airfield?
4. What strategies has NASA Ames explored for marketing Moffett Federal Airfield to other federal users?
5. How much square footage at what rate would the California Conservation Corps want to take?
6. How would Civil Reserve Air Fleet be monitored?
7. Would the Coast Guard air operations contribute one unit of the ASP?

### **Information Source**

Suzanne Petroni, Moffett Liaison Office, provided an update on potential federal agencies and federal-agency-sponsored groups that have expressed interest in locating facilities or programs at Moffett Federal Airfield.

### **Findings**

- D1 A number of potential federal users and federal-agency-sponsored users have expressed interest in locating facilities and/or programs at Moffett Federal Airfield.
- D2 NASA Ames' proposed six (6) point initiatives include:
1. Commercial space product development transportation (Flying in and out local manufactured satellites)
  2. Development of the California Air and Space Center (reuse of Hangar 1)
  3. Development of Information Technology Institute(s)
  4. Development of an Astro-Biology Institute
  5. Expand Ames Technology Commercialization Center
  6. Provisions of a Bay Trail on the northern border

- D3 All the current resident agencies (RAs) wish to remain.
- D4 As future BRAC's may affect Federal agencies resident at Moffett Federal Airfield, a process for planning should be considered to address them.
- D5 The Stratospheric Observatory for Infrared Astronomy (SOFIA) will be based at MFA for 20 years beginning in the year 2000.

### **Future Study Questions and Information Needs**

1. Six Ames research aircraft are being moved to Dryden Flight Research Center. Ames will potentially lose 80 civil service jobs and 125 contractor jobs. How will this move impact NASA Ames' financial problems and its current stewardship of the airfield?



## **ISSUE E: REGULATORY ENVIRONMENT - Space Act and Other Regulations**

Review of the regulatory environment of Moffett Federal Airfield, the Space Act and other rules and regulations regarding the use and reuse of the airfield.

### **Initial Study Questions**

1. What are the laws and regulations that govern Moffett Federal Airfield?  
What laws and regulatory codes (federal) apply to NASA Ames?
2. What is the priority rule for airfield uses and how does it apply?
3. What are the NASA Ames rules for contracts and leases?
4. How do other local and regional agencies regulate uses?
5. What is the joint powers agreement between Mountain View and Sunnyvale and how does it impact Moffett use? What is the Local Redevelopment Authority, and how does it impact Moffett use?

### **Information Source**

Suzanne Petroni, NASA Ames staff

### **Findings**

- E1 Although complex Federal rules and processes govern NASA actions, local communities are not powerless to effect changes. Changes can be made through Congress; Congress can change the Federal Statutes. NASA can also modify its regulations.
- E2 In order to assist NASA Ames to remain, the local communities may need to focus on changing federal rules and regulations in Washington to help meet local goals.

### **Future Study Questions and Information Needs**

1. How can the community change rules and regulations? What are the ways to affect regional planning and local planning forces to aide in Joint Cities goals?
2. Interpretation of NASA Ames/federal rules is needed. Additional clarification is needed for the Public Law 103-272 and NASA Ames lease rules for commercial uses (14 CFR 1204.504). Can a joint use airfield be allowed and can the local communities operate a joint use airfield?
3. What other case studies or similar situations exist on how rules can be changed in the federal system? What other groups in the country are dealing with similar legislative issues and changes?
4. How do other local and regional agencies regulate Moffett Federal Airfield type uses?

## **ISSUE F: FAA CONSTRAINTS**

### **Initial Study Questions**

1. How can the community (i.e., Cities) overcome legislative constraints?
2. What is the extent of local control over airfield operations vis-a-vis FAA jurisdiction?

### **Information Source**

Jack Walker, member of the Community Advisory Committee and Sunnyvale City Council member and Pat Figueroa, Council member City of Mountain View.

### **Findings**

- F1 The Cities of Mountain View and Sunnyvale might be able to provide assistance with identifying opportunities and barriers related to local control over the airfield.
- F2 Cities/owner-operator cannot control hours or type of aircraft for a public general aviation airfield if any FAA funds are accepted. If no FAA funds are accepted certain restrictions may be allowed subject to FAA verification.
- F3 Use of FAA moneys carry the risk of loss of community control over airfield operations and uses.

### **Future Study Questions and Information Needs**

1. If Mountain View and Sunnyvale control the airfield jointly, how will it operate and under what conditions.
2. What are NASA's projections of revenue from current and potential users and calculations of the projected shortfall and "break even" point?

## **ISSUE G: JOINT USE AIRFIELD**

### **Initial Study Questions**

1. How can Moffett be used as a joint use facility? What rules apply?
2. Can the Cities operate a joint use airfield facility at Moffett?
3. Who has priority in the joint use of Moffett: the Cities of Mountain View/Sunnyvale or the City of San Jose?
4. Who would provide security in a joint use Airfield? How would the CRAF use apply; (Civil Reserve Air Fleet) tenant or operator?

### **Information Source**

Cities of Mountain View and Sunnyvale staff

### **Findings**

- G1 Short-term airfield use was an issue that the CAC examined as a way of addressing NASA Ames Research Center budgetary shortfalls.

### **Future Study Questions and Information Needs**

1. How would a joint use airfield run by the Cities of Mountain View and Sunnyvale provide a barrier to attempts by San Jose to gain a controlling influence over Moffett Federal Airfield?
2. What are the economic costs and benefits of a joint use airfield?

## **ISSUE H: REGULATING OPERATIONS - AIRFIELD USE AND NOISE RESTRICTIONS**

### **Initial Study Questions**

1. Can the Cities regulate uses and set noise limits/restrictions?
2. What if the operator changes? Does/can San Jose Airport restrictions apply to Moffett?
3. Can Mountain View and Sunnyvale operate a non-FAA airfield? Would such an airfield have priority over regional needs? FAA could approve "reasonable restrictions" for noise and use/operations.

### **Information Source**

Moffett Federal Airfield Community Advisory Committee discussion.

### **Findings**

- H1 Local community control and the threat of another entity possibly taking over the airfield is a concern to the community.
- H2 Airport issues can take up a lot of the City Councils' time and resources.
- H3 Public testimony has suggested the City Councils' may want to have the local communities vote on potential airfield uses.

### **Future Study Questions and Information Needs**

1. How would existing FAA airfield safety waivers be transferred to non federal users?



## **ISSUE I: PROPERTY DISPOSAL PROCESS**

There are no current plans to declare excess or surplus any of Moffett Federal Airfield property. The Community Advisory Committee was charged with the task to study the property disposal processes that might effect Moffett Federal Airfield, including the BRAC and GSA property disposal processes.

### **Initial Study Questions**

1. How does the BRAC and GSA process effect future use at Moffett Federal Airfield?
2. Does airfield use have a higher priority over property disposal for other uses?

### **Information Source**

City of Mountain View and City of Sunnyvale staff

### **Findings**

- I1 There are two types of property disposal processes, the Base Realignment and Closure (BRAC) process and the regular Government Services Administration (GSA) process. The current BRAC process does not apply to Moffett Federal Airfield.
- I2 In the event the Moffett Federal Airfield is declared surplus, the federal information on the priority of future airfield use is contradictory.
- I3 GSA rules give less control to the local communities for use and reuse of the airfield/federal property than the BRAC process. The GSA rules do not account for local diversity and the unique situation at Moffett Federal Airfield.
- I4 Local communities were somewhat limited by the BRAC process when Moffett Airfield was given up and turned over to NASA Ames. However, NASA Ames use was the best alternative at the time for the communities. NASA as the landlord of Moffett Federal Airfield -is still the best steward of Moffett and all efforts should be made to keep NASA the steward of Moffett.
- I5 The GSA process is an uncertain process. However, the task of the communities is to reduce uncertainty by identifying opportunities, developing other substantive proposals and modifying rules to accommodate the communities' desires.

## **Future Study Questions and Information Needs**

1. The committee has not reached a consensus on airport priority use. Some aviation proponents claim that a airport is the "highest and best use" of a former airfield, and the GSA would grant title to an airport operator. However, GSA indicated that an airport designation is not automatic, and that commercial/industrial uses would also be considered. Federal law is contradictory on this issues.



## ISSUE J: ENVIRONMENTAL CLEAN-UP

### Initial Study Questions

1. What is the nature of environmental conditions at Moffett Federal Airfield?
2. What are the Navy's clean-up plans, responsibility, and status of the clean-up process?
3. Does the environmental review process apply for new uses and/or joint use of the airfield? What are the Environmental Impact Statement/Environmental Impact Report - National Environmental Protection Act/California Environmental Quality Act requirements?
4. How might the environmental conditions and clean-up status limit reuse of the airfield facilities in the near future?

### Information Source

A presentation on environmental clean-up was given by Mr. Paul Lesti, CAC member and co-chair of the Naval Air Station Moffett Field Restoration Advisory Board (RAB). Source of information was the RAB.

### Findings

- J1 Overall existing contamination will not severely impact interim reuse of MFA's existing buildings or runways.
- J2 Overall, the base clean-up will not significantly impact short term reuse of existing buildings and airfield.
- J3 Two major types of environmental contamination exist:
  - Subsurface ground water; and
  - Surface contamination.
- J4 Subsurface ground water contamination may not severely restrict reuse of existing buildings if there are no pathways for contamination to contact humans or other species.
- J5 Future long range potential uses may be impacted by environmental conditions. There may be some future uses, such as housing, that may not be permitted on some clean-up sites at all or not permitted on some locations until full clean-up is completed.

## **Future Study Questions and Information Needs**

1. A review should be conducted to determine the Navy's legal requirements for base clean-up and the potential responsibilities and liability of future tenants of the base.

## ISSUE K : POTENTIAL FOR COMMERCIAL PARTNERS

### Initial Study Questions

1. How much will it cost Lockheed Martin Missiles and Space (LMMS) *not* to use Moffett?
2. If LMMS products were permitted to be transported at Moffett, would local security be sufficient?
3. If LMMS products are not permitted to ship through Moffett, what alternatives exist? And how do other aerospace companies handle their product transport?

### Information Source

Katherine Strehl, public affairs director for Lockheed Martin Missiles and Space, described their operations and their requirements for using an airfield such as Moffett. Suzanne Petroni of NASA Ames described other potential commercial partners.

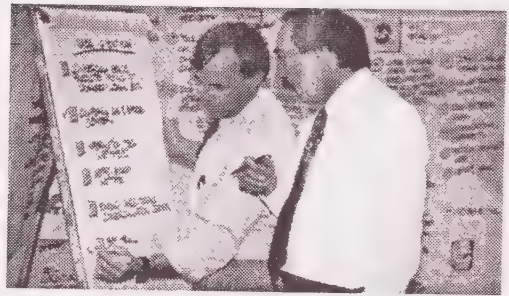
### Findings

- K1 Several commercial space business opportunities could exist at MFA, including air transport of satellites and other space-related products, subject to airfield operational parameters.
- K2 Several other commercial opportunities may exist such as trade shows, air and space center, movie studios, and research and office park development (see Section II of this report for acceptable commercial opportunities).

### Future Study Questions and Information Needs



## Appendices







## APPENDIX

- A. Committee Charge
- B. Land Use Evaluation Criteria
- C. Land Use Proposals
- D. CAC Work Program



## APPENDIX A

### COMMITTEE CHARGE

Joint Cities Of Mountain View And Sunnyvale  
Community Advisory Committee On Moffett Federal Airfield

The purpose and charge of the CAC on Moffett Federal Airfield, as outlined by the Mountain View and Sunnyvale City Councils is as follows:

The Moffett Federal Airfield Community Advisory Committee is limited in its focus to Federal uses, but the Committee is not limited to uses contained within the Moffett Federal Airfield's Comprehensive Use Plan (CUP). The Committee's scope is to:

- ♦ Address the revenue shortfall at Moffett Federal Airfield (MFA) by identifying potential revenue sources (range and clients and tenants).
- ♦ Identify what can be done to assist NASA Ames Research Center/MFA to accomplish their mission. Are there things the community can do, and what are they?
- ♦ Review primary uses as a Federal facility.
  - Review current users
  - Identify range of clients (Federal users).
  - Identify potential future stewards (other Federal agencies)

The Moffett Federal Airfield Community Advisory Committee will also review, develop and discuss background information on the following issues:

- ♦ What, under Federal law, can NASA Ames and MFA do?
- ♦ Examine the base closure documents and process that transferred Naval Air Station Moffett Field to NASA Ames Research Center.
- ♦ Identify the military bases in California that have been closed and realigned (since 1988) and the current status of these bases.
- ♦ Describe the purpose and role of a local Redevelopment Authority for community reuse planning.
- ♦ Review the General Services Administration (GSA) property disposal process.

Through discussion, public input, and review of NASA's financial conditions, the CAC will make recommendations to the Mountain View and Sunnyvale City Councils. These recommendations will include other, non-federal use alternatives, for consideration in the near term and long term.



## APPENDIX B

### LAND USE EVALUATION CRITERIA

- ☐ **Political Feasibility/Acceptance**
  - Political acceptability and opposition
  - Community equity
  - Ability to make legislative changes required
  - Ability to make NASA regulatory changes
  - Ability to make changes politically
- ☐ **Ease of Implementation**
  - Ease of implementation in short term
  - Realistic proposal
  - Financing feasibility
  - Use does not forgo long term reuse potential
- ☐ **Potential Environmental Impacts**
  - Noise impacts
  - Air quality impacts
  - Traffic impacts
  - Water quality impacts
  - Habitat and wildlife protection
  - Open space/trail access
  - Potential air traffic conflicts
  - Light impacts (at night)
- ☐ **Economic Benefits**
  - Ability to overcome NASA shortfall
  - Ability to cover fixed costs of airfield operations
  - Sustainable funding source over long term
  - Direct and indirect economic benefits
  - Ability to change NASA accounting system
  - Ability to cover cost of infrastructure
  - Property value impacts
  - Impacts on local and regional economy
  - Ability to combine uses to meet NASA shortfall
- ☐ **Risk Factors**
  - Earthquake risk
  - Risk of unknown users
  - Risk of other users takeover

### *Public Safety*

- Potential accident/death risk
- Risk assessment for
  - People working on facility
  - Probability of incidents
- Contribute to disaster recovery relief (staging area)

### *Unintended Consequences*

- Potential of other airport operators takeover
  - San Jose
  - FAA
  - Other users
- Job impacts
- Systemic impacts (air and highway transportation systems)
- Less qualified high tech employees
- Precedent setting
- Potential that NASA and others not able to maintain mission

## ☐ **Operational Feasibility**

- Airfield operations
- Technology available to implement
- Life cycle impacts
- Legal feasibility (Potential of making new rules)
- Compatibility with other federal users
- Environmental clean up compatibility
- Synergy of uses
- Light rail opportunities

## ☐ **Infrastructure Capacity**

- Infrastructure improvement requirements
- Light rail availability
- Street/road/highway/bridge capacity
- Water sewer capacity
- Ability to accommodate uses in time
- State/Regional infrastructure impacts
- Caltrans (matching funding requirements)
- State and federal regulatory approval
  - State Lands Commission
  - Public trust regulations
  - State Fish & Game
  - U.S. Fish and Wildlife Service
- Power availability



- ☐ **Educational Benefits**
  - Fit NASA educational mission
  - Potential of technology transfer
  - Air and Space education benefits
  - Potential for positive spin-offs/externalities
  
- ☐ **NASA Acceptability**
  - NASA educatability/change
  - Fit NASA budget model
  - Satisfy existing resident (Federal users) needs
  - Fit Ames needs
  - Fit NASA mission
  
- ☐ **Community Acceptability**
  - Compatibility with community vision
  - Consistent with voter direction
  - Consistent with community emotions
  - Public education potential on facts and issues
  - Community pride, benefit for community sacrifice
  - Potential for fairness of public review
  - Meaning/importance/value for serving a public good providing a public benefit
  - Ability for community control



## APPENDIX C

### LAND USES PROPOSALS

- ☐ **Airfield Uses**
  - Air shows
  - General Aviation Airport (Including Blimp landing port)
  - CRAF / Air Cargo Users
    - Federal Express,
    - UPS, DHL, etc.
    - CRAF users
  - Aircraft Maintenance Facility
  - Commercial Space Products Transportation (Federal Contractors for satellite shipping)
- ☐ **Federal Users**
  - Coast Guard
- ☐ **NASA Ames Research Center Uses**
  - Ames Technology Commercialization Center expansion
  - Information Technology Research Institute(s)
  - Astro-Biology Institute
- ☐ **Trade Show Facility**
  - Convention center and convention display halls
  - Hotels, restaurants and ancillary uses
- ☐ **Research and Development Uses**
  - Corporate research campus, office park and light industrial
- ☐ **Warehouse Distribution**
  - Warehouse distribution center
- ☐ **Television and Film Industry**
  - Television and film studios
- ☐ **Cultural Educational Uses**
  - Air and Space Center
  - Space Camp expansion
- ☐ **Recreation and Open Space**
  - Bay Trail extension
  - Wildlife areas and wetlands expansion
  - Golf course
  - New 49ers stadium



**Housing**

Additional housing

Low income housing

Homeless housing



**Correctional Center**

Prison and Youth Correctional Center

APPENDIX D

CAC WORK PROGRAM





The Joint Cities of Mountain View and Sunnyvale  
**Community Advisory Committee**  
**on Moffett Federal Airfield**

**CAC WORK PROGRAM AND SCHEDULE**

**I. OVERVIEW**

- A. The CAC **work program is ambitious** and CAC members are requested to review all reports and background materials in advance of CAC meetings. **Adequate preparation** by all CAC members including reading and other homework will be necessary to make each CAC meeting productive.
  - B. For the time being, it is recommended that CAC **subcommittees be used solely to expand CAC administrative capacity**, e.g., developing CAC procedures, creating the CAC work program, solving logistical issues, etc. The CAC should reserve the option to use subcommittees at a later point in the CAC process if the need arises.
  - C. **Study issues and questions** identified by CAC members should be recorded and addressed in the CAC work program as appropriate. April 7 is now confirmed as an additional CAC meeting date.
  - D. The CAC **work program and schedule** is attached. **Additional meetings** beyond those already scheduled may be necessary.
  - E. Each CAC work session will be guided by a format or "**protocol**" to focus discussion and to help the CAC make progress toward completion of its charge. The recommended protocol is presented in Section III.
  - F. **Community groups and organizations** wishing to present material before the CAC should be notified by the two cities to schedule their presentations. The date of March 10, 1997, is set aside for this purpose. All presentors will be given a scheduled time on that day, along with a specified time limit and other presentation guidelines to be developed by the CAC.
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## II. CAC SCHEDULE

Meeting Date	Topic(s)
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January 27	<b>SUBJECT: FEDERAL PROPERTY DISPOSAL PROCESS</b>
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**Base Closure Regulatory Constraints**

- BRAC Act rules and statutory requirements
- Property transfer regulations
- MFA current status
- Potential for community influence on regulations
- Role and purpose of a Reuse Authority
- Existing MFA Reuse Authority
- Experience of other base closures

**GSA Property Disposal Process**

- GSA Property rules and requirements
- GSA rules vs. base closure rules
- GSA vs. BRAC property disposal process

February 7	<b>MFA FIELD TRIP</b> <i>(To Be Confirmed)</i> <ul style="list-style-type: none"><li>Facility overview by NASA staff</li><li>Observation of existing facilities</li></ul>
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February 10	<b>SUBJECT: NASA MISSION &amp; RELATED ISSUES</b>
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**Nasa Ames Research Center Mission**

- Current mission (brief review of previous information plus additional information)
- Ability of local community to assist in this mission

**Financial Overview**

- Current revenue and income sources
- Current operating expenses
- Sources of funds for major expenses (e.g., tenants, FAA, etc.)

**Federal Users**

- Current federal users
- Potential federal users
- Tenant/steward relationship

**Potential For Commercial Partners**

- Examples and ideas

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February 24

**SUBJECT: FEDERAL DECISION MAKING PROCESS**

**Invited Speaker: TBA**

**SUBJECT: LAND USE**

**Environmental Constraints**

MFA existing environmental conditions

Current clean-up plan and schedule

Effect of environmental constraints on MFA reuse

**Airfield Operations and Land Use Compatibility**

Community compatibility criteria

(e.g., traffic, noise, air quality, job creation,  
secondary economic impacts, market attraction  
and business growth, etc.)

Airfield operations compatibility

(e.g., type of aircraft, frequency of flights,  
hours of operation, public vs. private access,  
size and location of runways and approaches, etc.)

Control and management of airfield operations

Identification of potential land uses and activities at MFA  
compatible with airfield operations and  
community criteria

March 10

**PRESENTATIONS BY COMMUNITY GROUPS AND ORGANIZATIONS**

*(Number and sequence of presentations to be determined)*

March 24

**SUBJECT TBA**

April 7

**REVIEW AND SYNTHESIS OF PRELIMINARY FINDINGS**

April 14

**PREPARATION OF DRAFT FINDINGS**

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**April 28**

**REVIEW OF CAC DRAFT FINAL REPORT**

**Discussion of Long Range Reuse Potential**

Identification of issues and opportunities

Potential CAC process for addressing issues

**May 13**

**PRESENTATIONS TO MOUNTAIN VIEW AND SUNNYVALE  
CITY COUNCILS**

**May 27**

**PUBLIC HEARINGS ON CAC REPORT**

**June 10**

**ACTIONS BY SUNNYVALE AND MOUNTAIN VIEW CITY COUNCILS**

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### III. CAC WORK SESSION PROTOCOL

Presentations and discussions for each CAC work session will be organized and summarized according to the following format:

- A. The **topic or issue** being studied and discussed.
  - B. **Study questions** identified by the City Councils and CAC members.
  - C. A listing of the **information sources** used to study the issues and answer the relevant questions.
  - D. The determination of **preliminary findings** based on the information sources and CAC discussion.
  - E. Identification of **additional questions and information needs** related to the topic or issue under study.
-





## Recommended Process for Developing the CAC Work Product

1. Review and adopt the criteria identified by the CAC for evaluating potential MFA use proposals.
2. Collect, catalogue, and categorize the wide range of proposals which have been suggested for MFA.
3. Using the evaluation criteria as a GUIDE, provide a CAC commentary on the potential strengths or weaknesses of the use proposals. The following points would be considered in preparing the commentary:
  - The degree to which a given use proposal appears to meet the criteria (as best as can be determined based on the information at hand);
  - Consideration of any additional features or attributes which might make the proposal more "acceptable", that is, more consistent with the criteria;
  - Identification of those proposals which appear to have the greatest potential for meeting our short term objective (keeping NASA); and
  - Identification of those proposals which appear to have the greatest potential for meeting our long term goals (ultimate use or reuse).

Note: The CAC "commentary" should be narrative text drawn from CAC discussion in an effort to capture qualitatively the ideas and opinions of CAC members' reactions to the proposals.

4. Review, discuss and adopt "findings" based on the CAC work to date. Findings would be identified in the following categories:
  - NASA Ames Research Center Mission
  - Financial Overview
    - Revenue and Budgetary Constraints
  - Potential and Existing Federal Users/Tenants
  - Potential Commercial Partners
  - Legislative Decision Making Constraints

- Legal Constraints
  - ▶ NASA Rules and Regulations
  - ▶ FAA Rules and Regulations
  - ▶ Federal Property Disposal Process
- Environmental Clean-Up Constraints
- Airfield Operations and Land Use Compatibility

5. Summarize the above in a draft report, review the draft report with CAC members and circulate for public and City Council discussion.

## Evaluation Criteria

- ☐ Political Feasibility/  
Acceptance  
Political acceptability and opposition  
Community equity  
Ability to make legislative changes required  
Ability to make NASA regulatory changes  
Ability to make changes politically
- ☐ Ease of Implementation  
Ease of implementation in short term  
Realistic proposal  
Financing feasibility  
Use does not forgo long term reuse potential
- ☐ Risk Factors  
Earthquake risk  
Risk of unknown users  
Risk of other users takeover
- ☐ Environmental Criteria  
Noise Impacts  
Air Quality Impacts  
Traffic Impacts  
Water Quality Impacts  
Habitat and Wildlife Portection  
Open Space/Trail Access  
Potential Air Traffic Conflicts  
Light impacts (at night)
- ☐ Economic Criteria  
Ability to Overcome NASA shortfall  
Ability to cover fixed costs of Airfield Operations  
Sustainable funding source over long term  
Direct and Indirect Economic Benefits  
Ability to change NASA Accounting System  
Ability to cover cost of infrastructure  
Property Value Impacts  
Impacts on Local and Regional Economy  
Ability to Combination Uses to Meet NASA shortfall

- ☐ Unintended Consequences
  - Potential of Other Airports Operators Takeover
    - San Jose
    - FAA
    - Other users
  - Job Impacts
  - Systemic Impacts (air and highway transportation systems)
  - Less Qualified High tech employees
  - Precedent setting
  - Potential that NASA and others not able to maintain mission

- ☐ Feasibility Criteria
  - Airfield Operations
  - Technology available to implement
  - Life Cycle Impacts
  - Legal Feasibility
    - (Potential of making new rules)
  - Compatibility with other federal users
  - Environmental Cleanup compatibility
  - Synergy of uses
  - Light rail opportunities

- ☐ Infrastructure Capacity
  - Infrastructure improvement requirements
  - Light rail availability
  - Street/road/highway/bridge capacity
  - Water sewer capacity
  - Ability to accommodate uses in time
  - State/Regional Infrastructure impacts
  - Caltrans (matching funding requirements)
  - State and Federal Regulatory Approval
    - State Lands Commission
    - Public Trust regulations
    - State Fish & Game
    - U.S. Fish and Wildlife Service
  - Power Availability

- ☐ Educational Benefits
  - Fit NASA Educational Mission
  - Potential of Technology transfer
  - Air and Space Education benefits
  - Potential for positive spin-offs/externalities

# MFA Potential Uses



## Airfield Uses

Air shows

Air Cargo Users - Federal Express,  
UPS, DHL, etc.

General Aviation Airport

Goodyear Blimp landing port

CRAF uses



## Federal Users

Coast Guard

NASA

Federal Contractors  
(satellite shipping)



## Trade Show Facility

Hotels

Convention Center

Convention Display Halls



## R & D Uses

Corporate Research Campus

Light industrial Office Park



## Warehouse distribution Center



## Aircraft Maintenance Facility



## Film Industry - Film Studios



## Cultural Educational Uses

Air and Space Museum

Enlarge Space Camp



## Recreation and Open Space

Bay Trail Extension

Wetlands expansion

Wildlife Refuge expansion

Golf Course

New 49ers Stadium



## Housing

Additional Housing

Low income Housing

Homeless Housing



## Correctional Center

Youth Correctional Center

Prison



## Transportation and Circulation

Light Rail Station

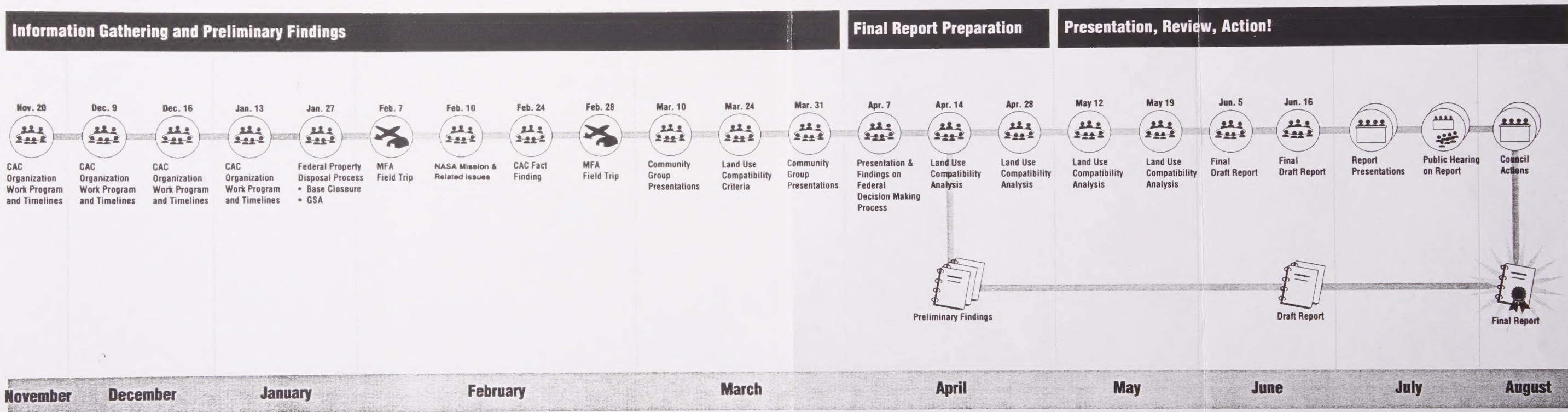
High Speed Rail Center

- ☐ NASA Acceptability
  - NASA educatability/change
  - Fit NASA budget model
  - Satisfy existing resident (Federal users) needs
  - Fit Ames needs
  - Fit NASA mission
  
- ☐ Public Safety
  - Potential accident/death risk
  - Risk Assessment for
    - People working on facility
    - Probability of incidents
  - Contribute to disaster recovery relief (staging area)
  
- ☐ Community Acceptability
  - Compatibility with Community vision
  - Consistent with voter direction
  - Consistent with Community emotions
  - Public Education potential on facts and issues
  - Community pride, benefit for community sacrifice
  - Potential for fairness of public review
  - Meaning/importance/value for serving a public good
    - providing a public benefit
  - Ability for community control



# Work Program and Timeline

Community Advisory Committee on Moffett Federal Airfield  
Cities of Mountain View & Sunnyvale





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